State of DAU

June 8, 2004

Frank J. Anderson, Jr.
President
Defense Acquisition University

Briefing for
2004 DAU Alumni Association Annual Symposium

Motivated, Agile Workforce

AT&L Workforce Management Team Effort!

USD(AT&L)7 Goals

1. **Acquisition Excellence with Integrity**
2. **Logistics: Integrated and Efficient**
3. **Systems Integration & Engineering for Mission Success**
4. **Technology Dominance**
5. **Resources Rationalized**
6. **Industrial Base Strengthened**
7. **Motivated, Agile Workforce**

Motivated, Agile Workforce

Streamlining DAWIA initiative – flexibility in managing acquisition workforce and career management

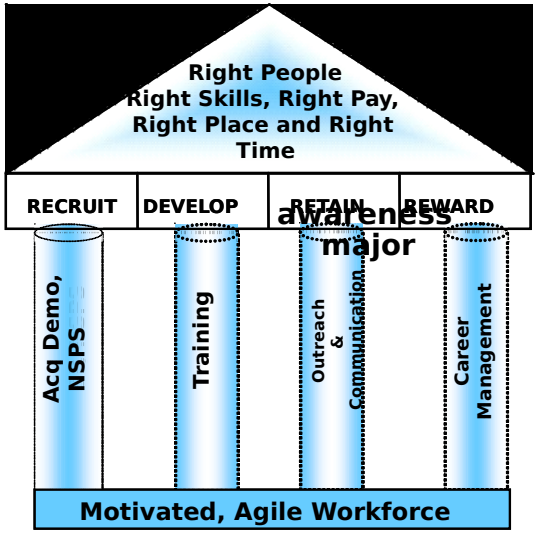
Acquisition Demonstration/NSPS – compensating employees based on performance/contribution to mission

Marketing and targeted recruiting – increase the pool of qualified candidates for acquisition jobs at both the entry and journeyman level – including outside of government

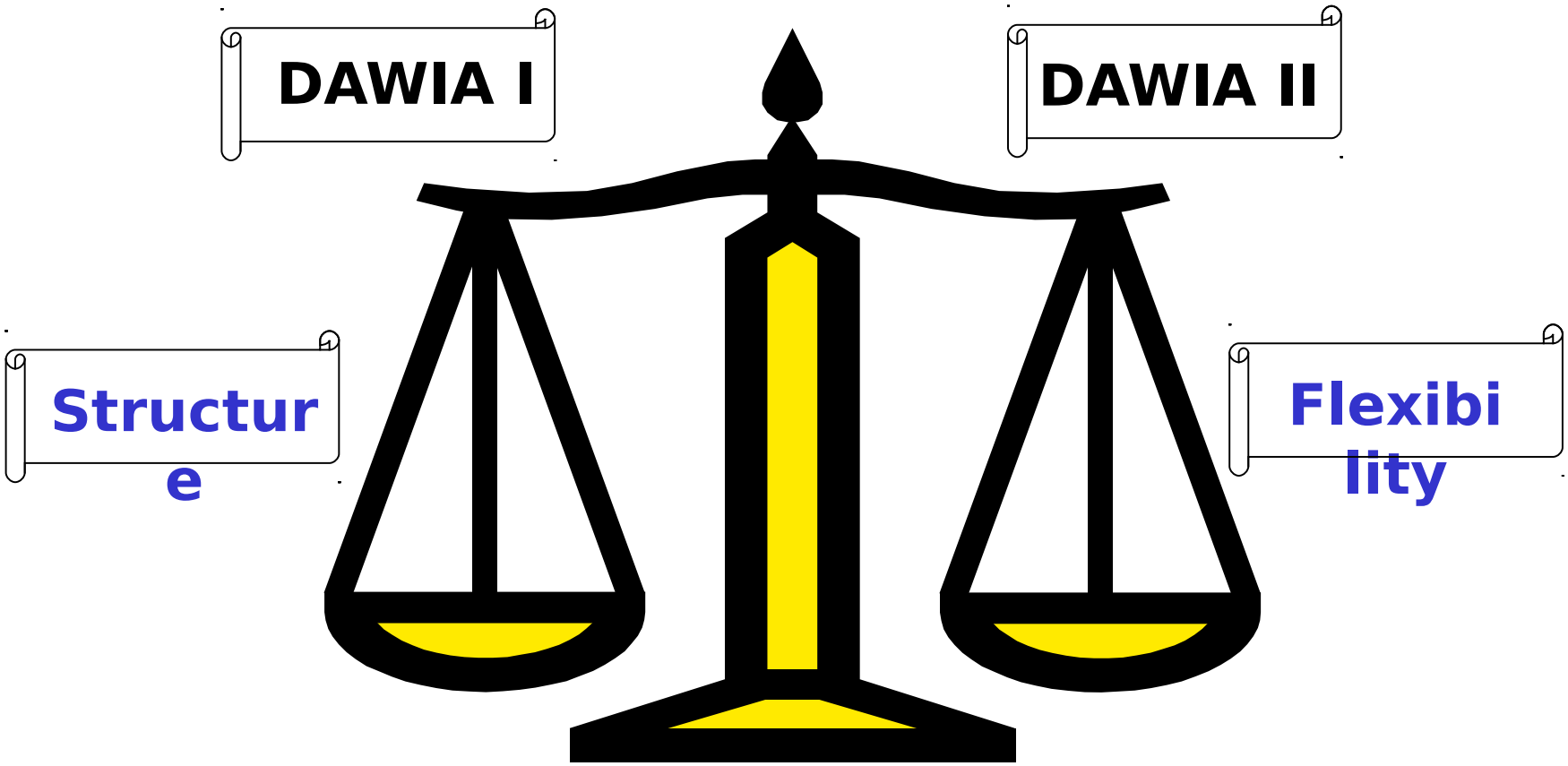
Implement a central referral system – allowing the acquisition workforce to apply for jobs across the Department and creating a single repository for all job announcements

AT&L Performance Learning Model (PLM) - Facilitate learning organizations by deploying the PLM - a capabilities-based approach that promotes career-long learning and provides the workforce more control over their learning solutions

Rapid Deployment Training (RDT) – rapidly deliver training on evolving practices and new policy initiatives



Motivated, Agile Workforce

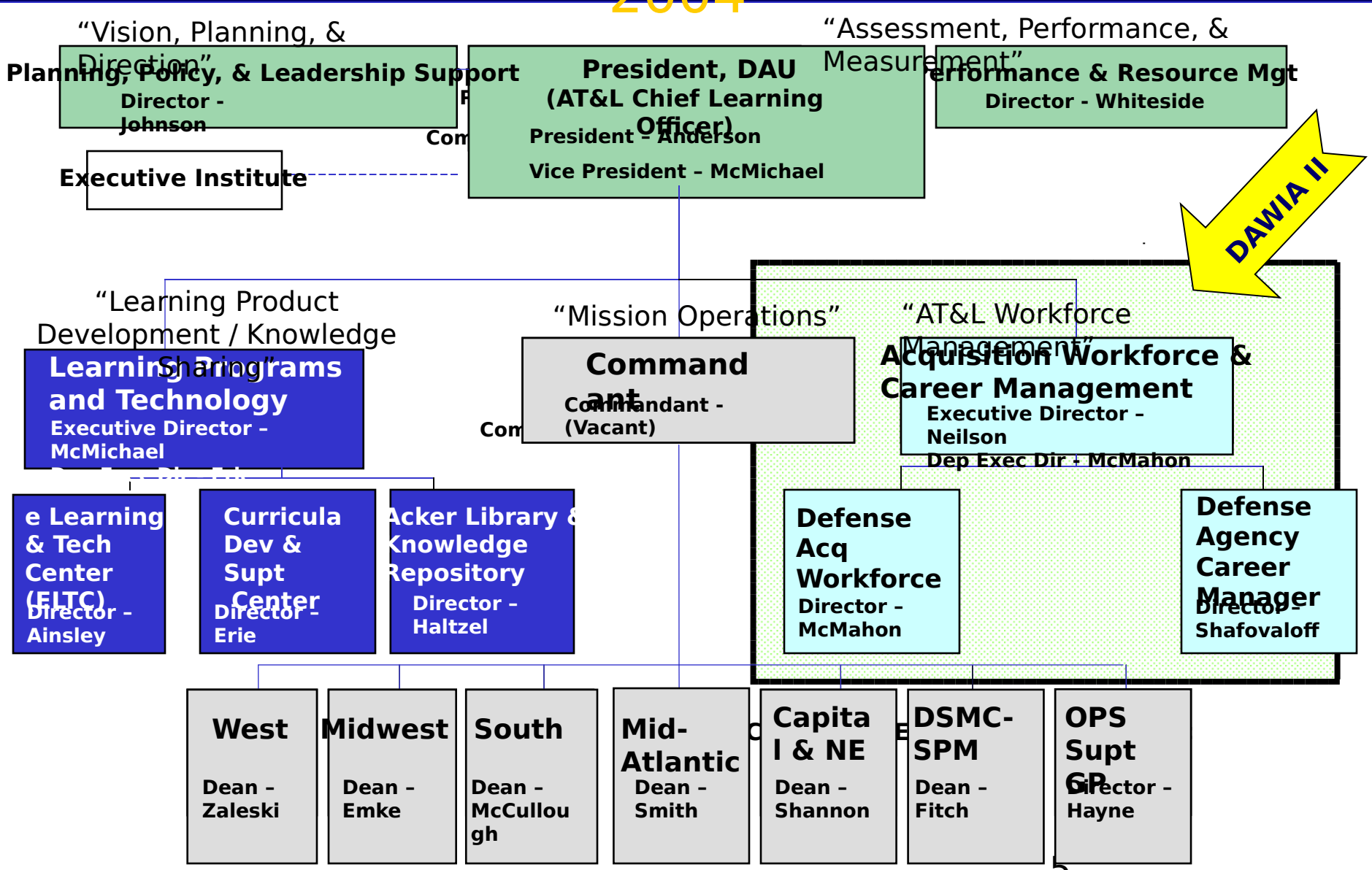


Centralized Policy, Guidance, Metrics

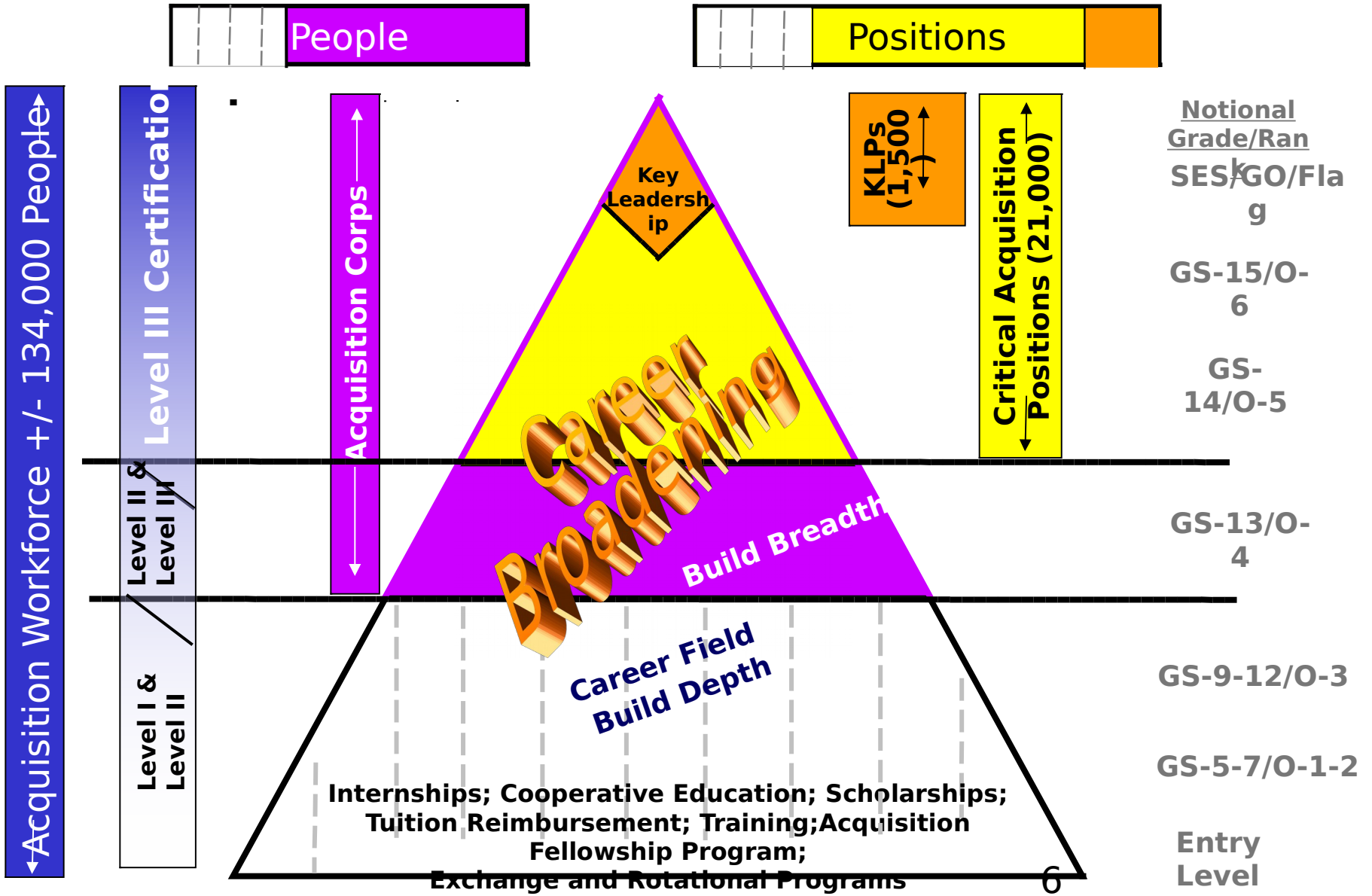
…

Decentralized Execution

Defense Acquisition University - 2004



New Concepts: Focused Career Development



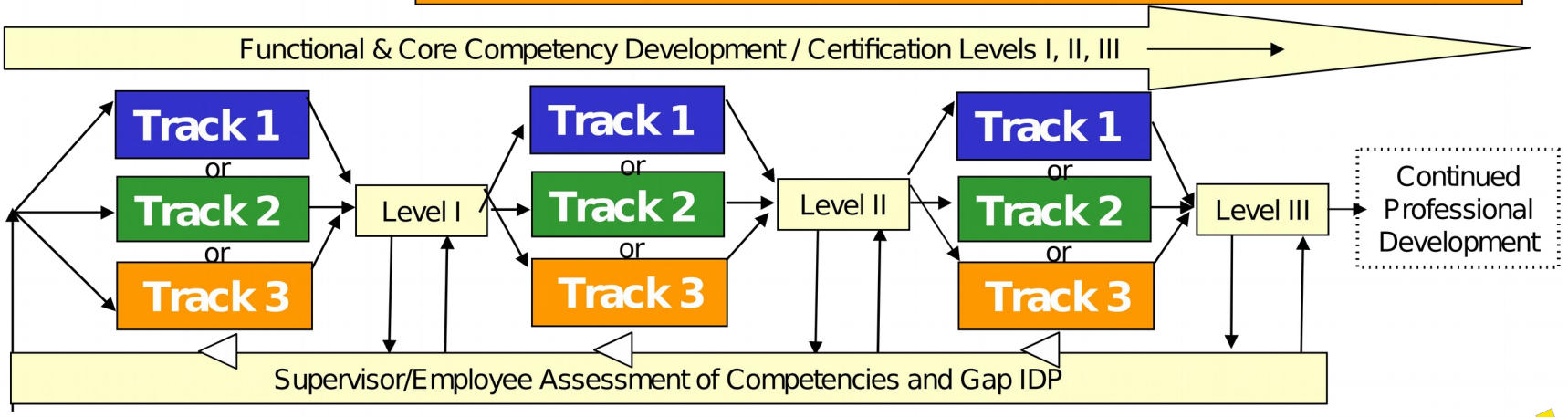
New Concepts: Competency-Based Certification Program

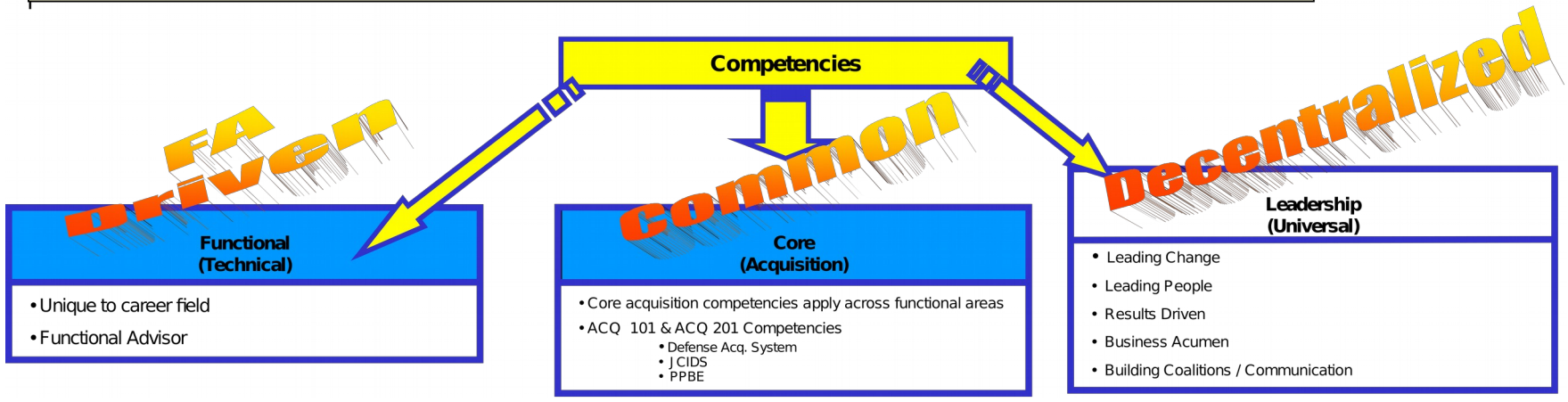
1. Any track for certification.
2. Tracks can be switched.
3. Ed and exp the same.

Track 1: DAU Functional Training

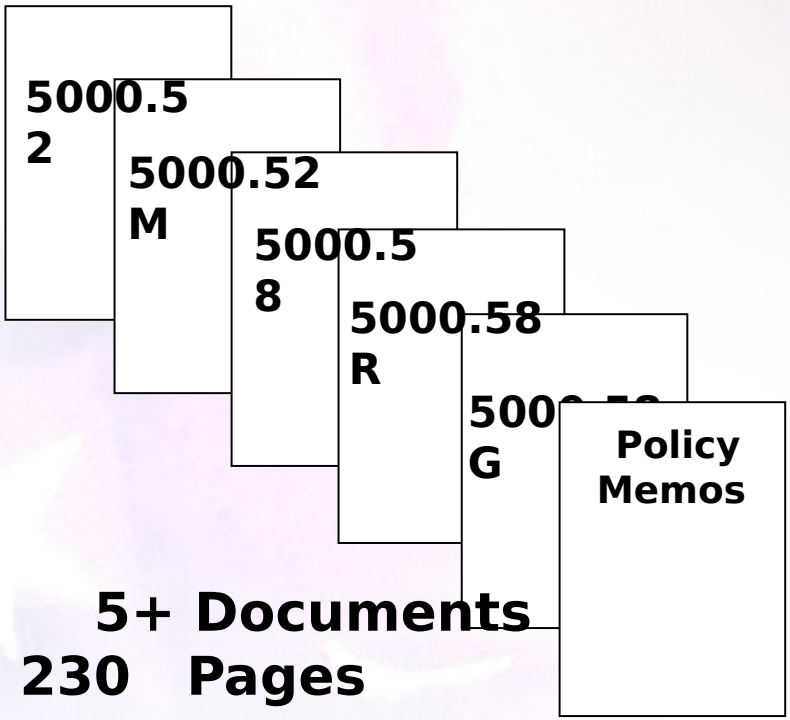
Track 2: Workplace / Personal Experience / Fulfillment

Track 3: Professional Association Certification / Other



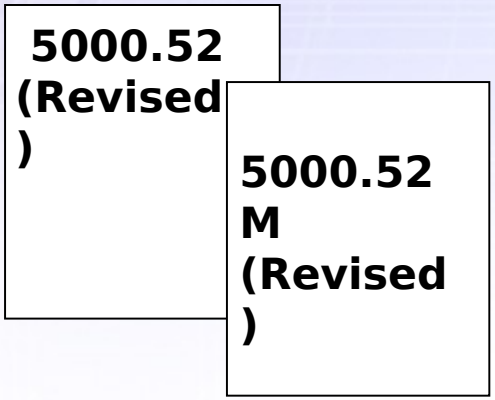


Streamlined DAWIA Regulations



5+ Documents
230 Pages

Current System



2 Documents
23 Pages

New System

90% Reduction of Regulatory Guidance

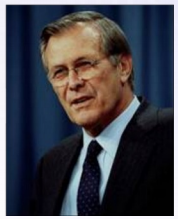
Leadership Alignment

"The United States will … transform America's national security institutions to meet the challenges and opportunities of the twenty-first century."

President George W. Bush,
September 2002

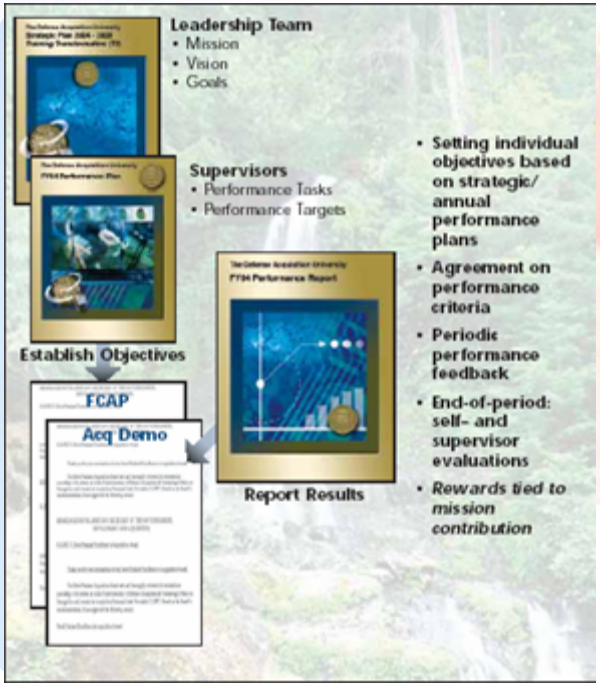
"Another priority element of the Department's corporate transformation strategy is the reform of the acquisition process. The Department is reducing cycle time and aligning acquisitions with a new capabilities-based resource allocation process built around joint operating concepts."

Secretary of Defense Donald Rumsfeld,
April 2003



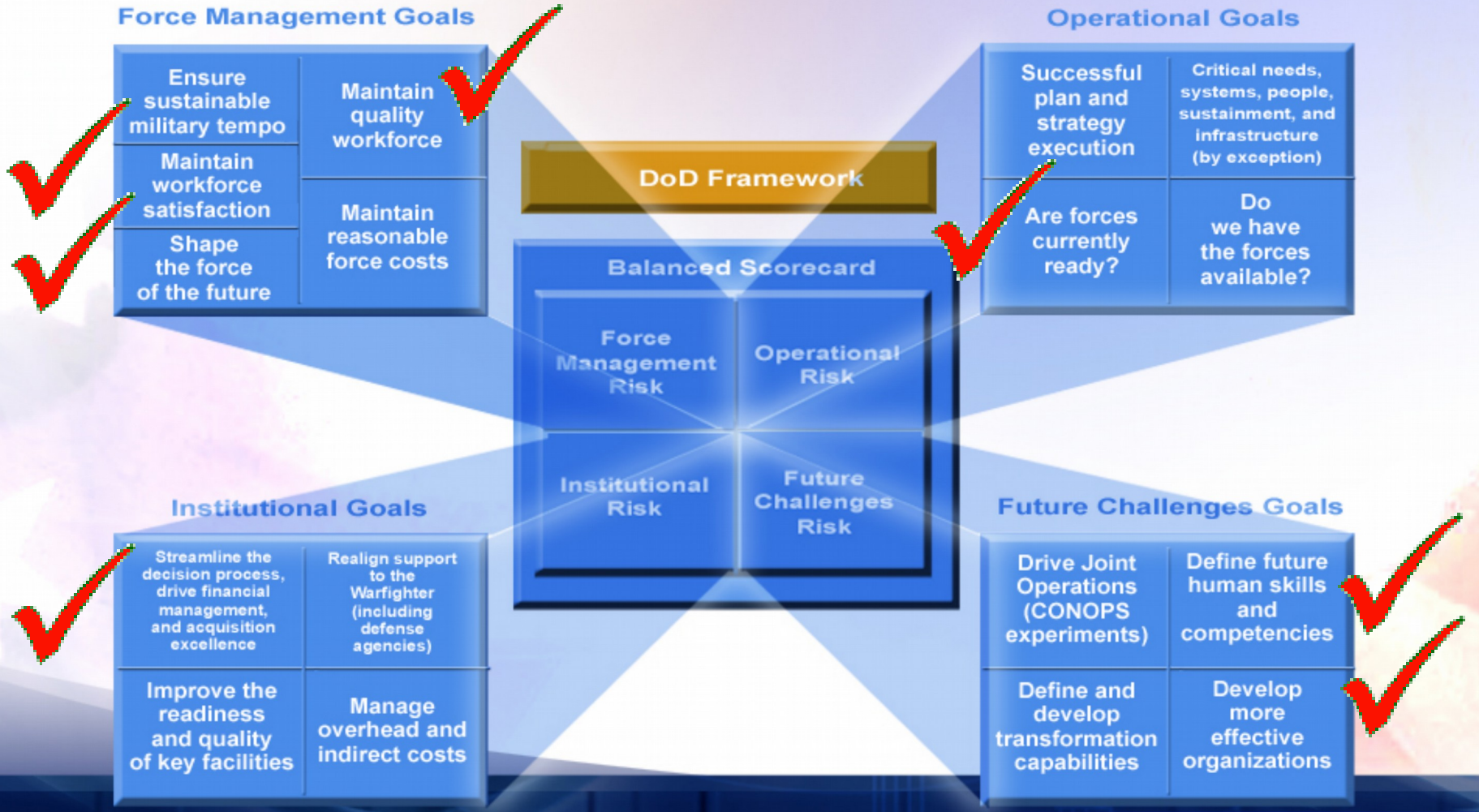
USD(AT&L) 7 Goals

1. **Acquisition Excellence with Integrity**
2. **Logistics: Integrated and Efficient**
3. **Systems Integration & Engineering for Mission Success**
4. **Technology Dominance**
5. **Resources Rationalized**
6. **Industrial Base Strengthened**
7. **Motivated, Agile Workforce**



DoD Balanced Score Card

A³CR / P


Force Management Goals
Ensure sustainable military tempo
Maintain quality workforce
Maintain workforce satisfaction
Maintain reasonable force costs
Shape the force of the future
Operational Goals
Successful plan and strategy execution
Critical needs, systems, people, sustainment, and infrastructure (by exception)
Are forces currently ready?
Do we have the forces available?
DoD Framework
Balanced Scorecard
Force Management Risk
Operational Risk
Institutional Risk
Future Challenges Risk
Institutional Goals
Streamline the decision process, drive financial management, and acquisition excellence
Realign support to the Warfighter (including defense agencies)
Improve the readiness and quality of key facilities
Manage overhead and indirect costs
Future Challenges Goals
Drive Joint Operations (CONOPS experiments)
Define future human skills and competencies
Define and develop transformation capabilities
Develop more effective organizations

Assessment

OSD

Once Upon a Time…

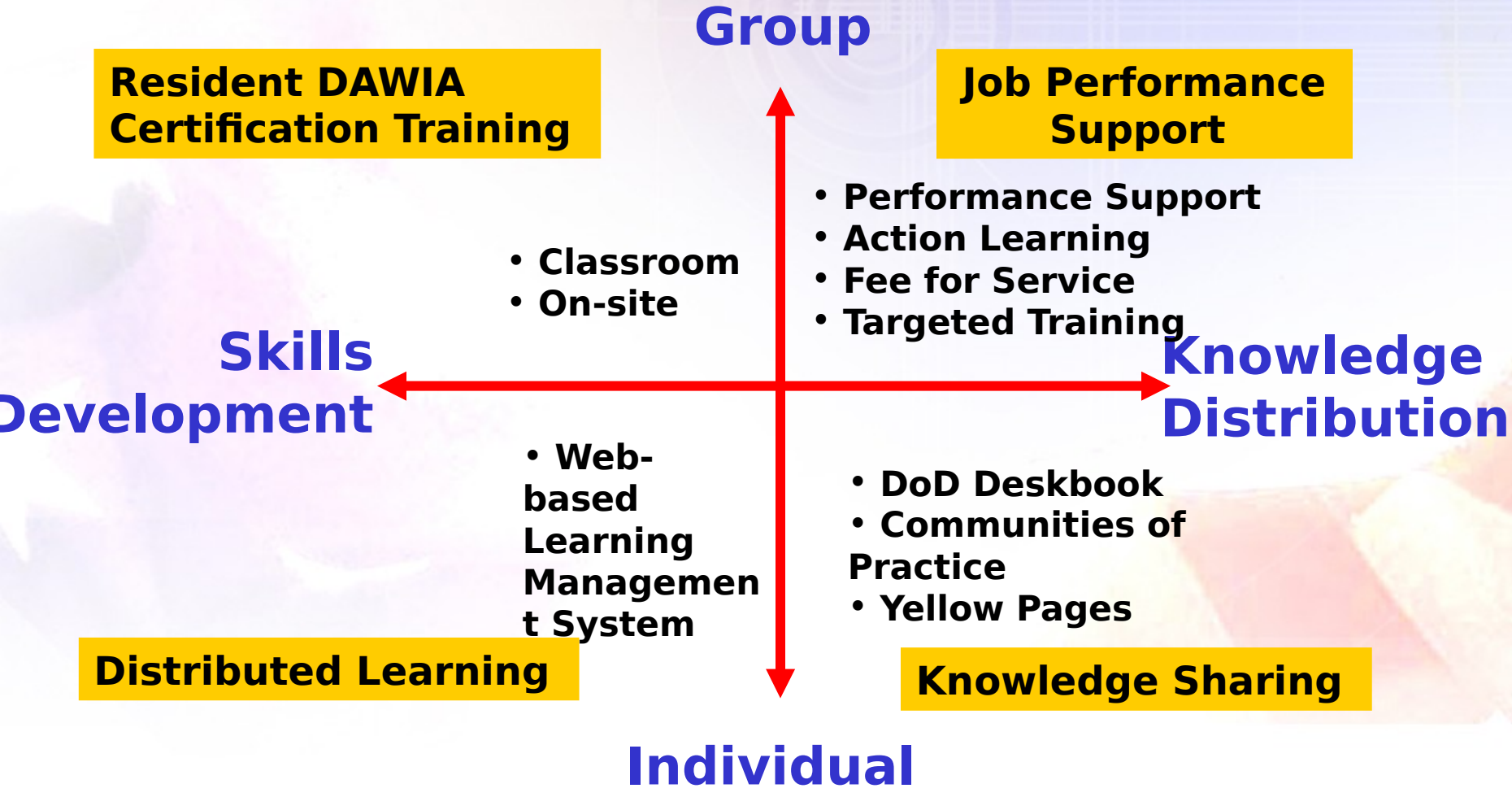
Consider the way training was delivered in the past.

- ***Someone set the day***
- ***Someone set the place***
- ***Someone set the time***

But today it is <u>different</u>:

"We have created a powerful learning environment."

DAU's Approach to Training Transformation



Have an Overarching Learning Strategy -- Learning Architecture

Creating an environment where we learn

- ✓ **Before,**
- ✓ **During, and**
- ✓ **After the training intervention…**

Overarching Learning Strategy

Balancing:

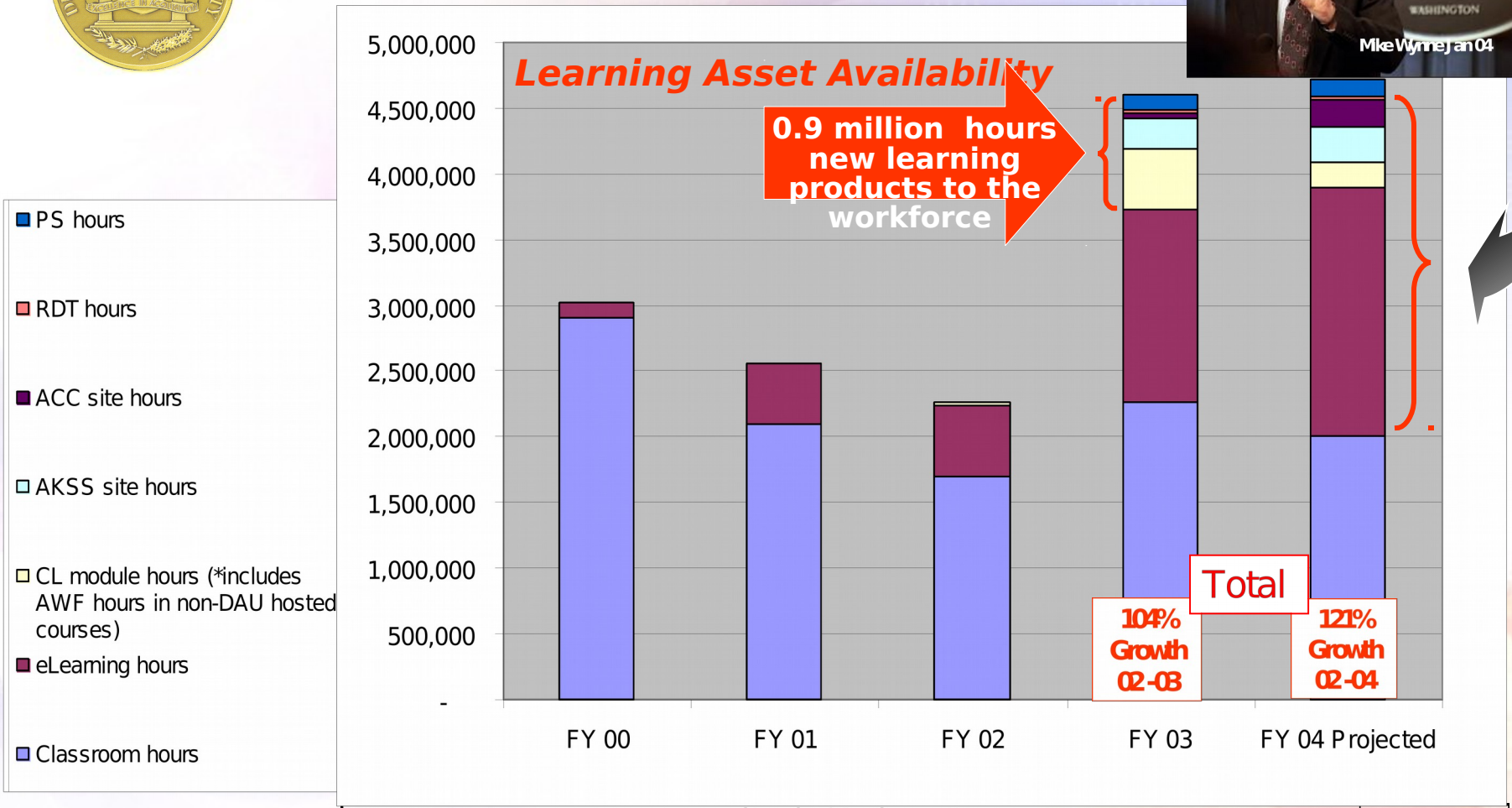
- **Curriculum modernization**
- **Continuous learning**
- **Performance support**
- **Evolving practices**
- **Knowledge sharing / Communities of Practice**

& Enabling Learning Organizations

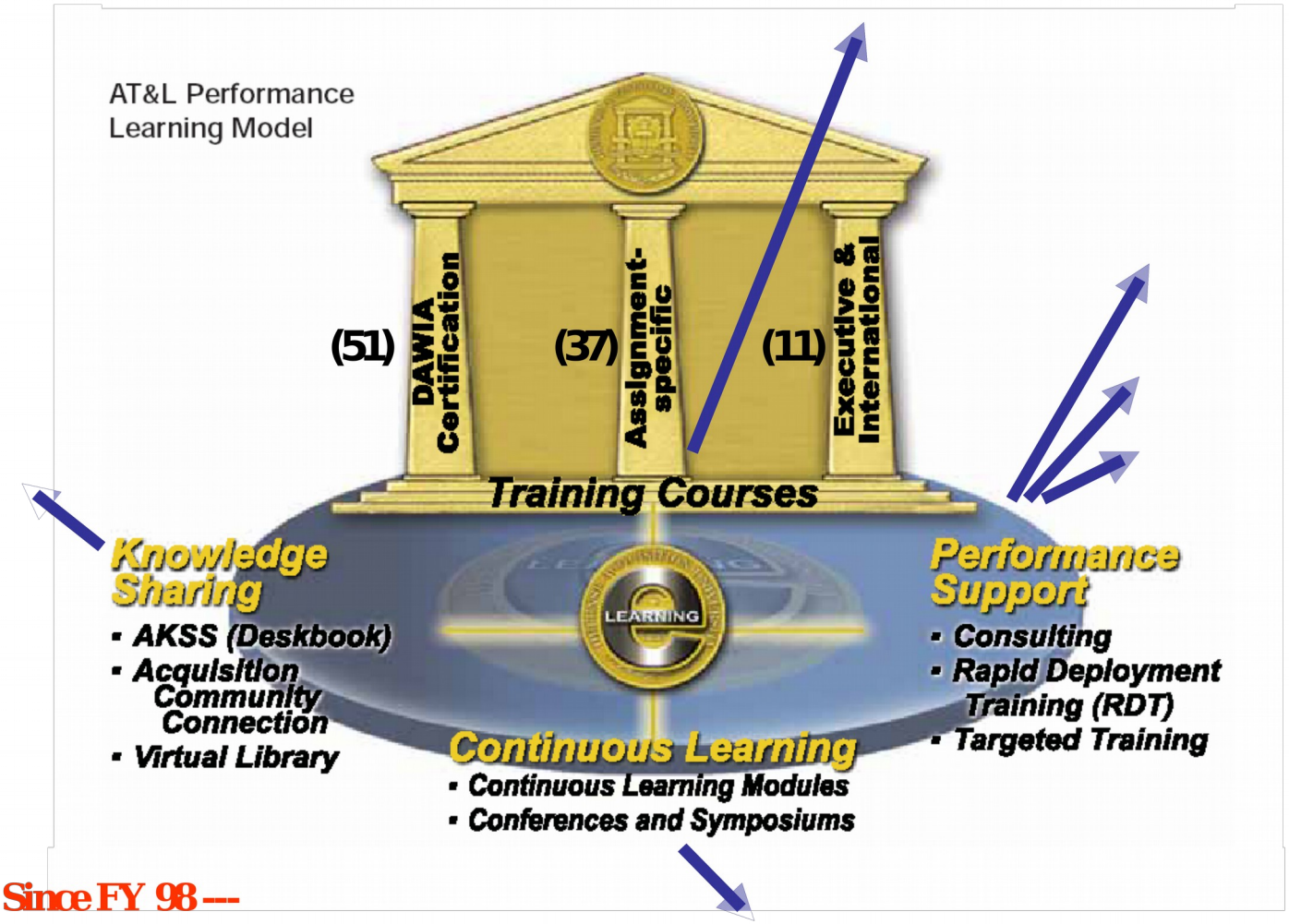
And Most Important…

Closely Linked to Achieving Senior Leadership Goals

Capacity



Total Learning & Development Hours					
	FY 00	FY 01	FY 02	FY 03	FY 04 Projected
Classroom hours	2,900,000	2,100,000	1,700,000	2,260,000	2,000,000
eLearning hours	120,000	463,000	540,000	1,470,000	1,900,000
CL module hours (*includes AWF hours in non-DAU hosted courses)		331	20,382	456,423	192,000
AKSS site hours				240,000	264,000
ACC site hours				37,000	207,500
RDT hours				18,000	24,000
PS hours				118,800	124,000
Total Hours	3,020,000	2,563,331	2,260,382	4,600,223	4,711,500

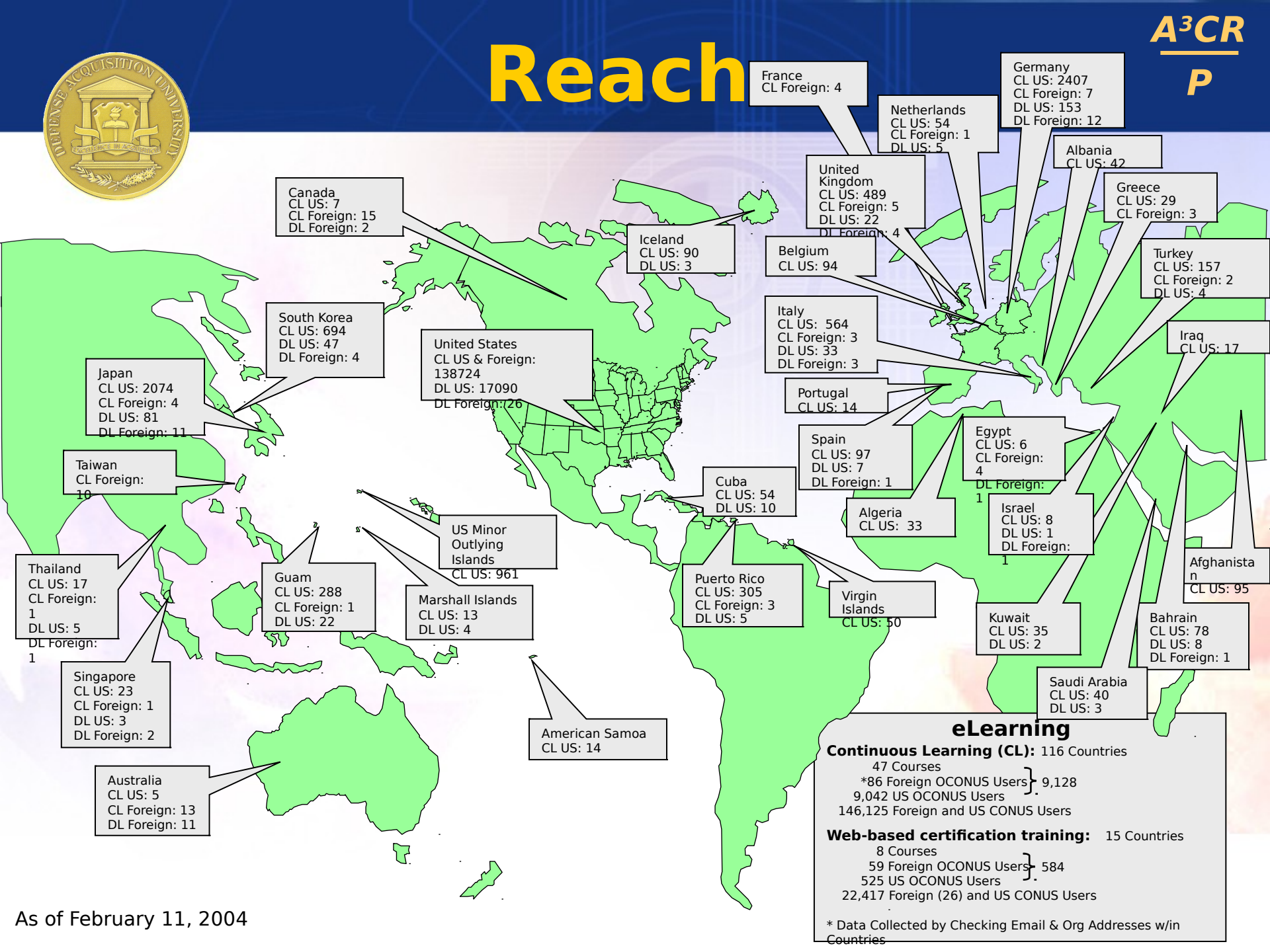


Since FY 98 ---

- **75% increase in student throughput**
- **42% decrease in cost per graduate**

- **Growth in Performance Support**
- **PM Reengineering 300 work years $18 million in salary**

Reach



eLearning

Continuous Learning (CL): 116 Countries

47 Courses
*86 Foreign OCONUS Users } 9,128
9,042 US OCONUS Users
146,125 Foreign and US CONUS Users

Web-based certification training: 15 Countries

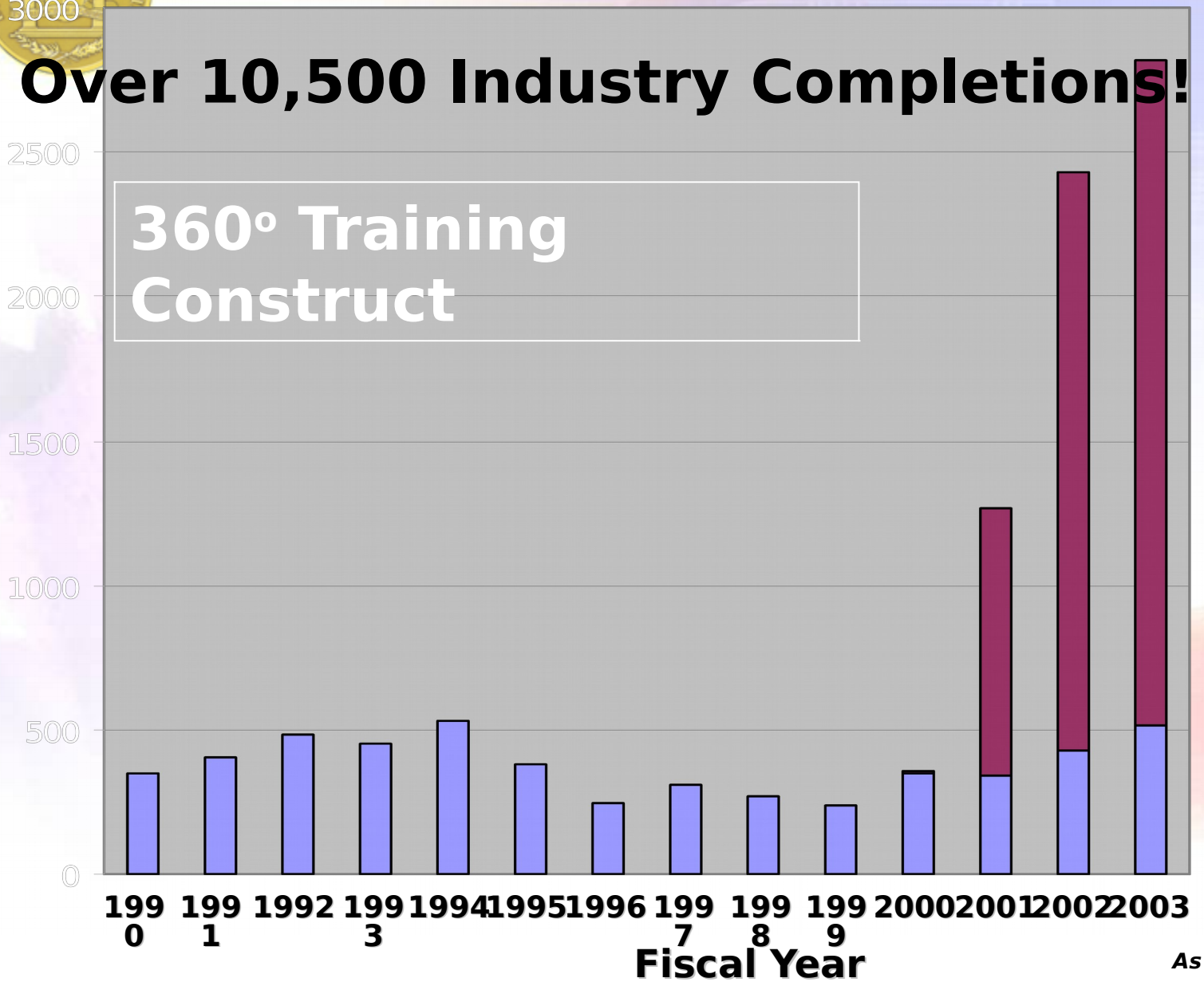
8 Courses
59 Foreign OCONUS Users } 584
525 US OCONUS Users
22,417 Foreign (26) and US CONUS Users

* Data Collected by Checking Email & Org Addresses w/in Countries

As of February 11, 2004

DAU Industry Course Completions
FY 1990 – FY 2003

Over 10,500 Industry Completions!



As of 31 January 2003

High Performance Work Culture

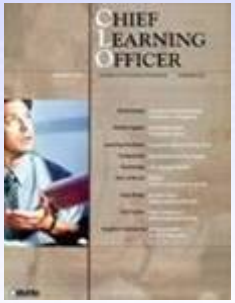
A³CR / P

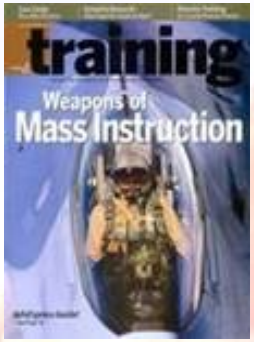
1	2	3	4
Communicate and Align	**Challenge and Recognition**	**Ownership and Involvement**	**Fairness and Equity**
Link the leadership and our people at all levels	**Challenge and recognize our people for value-added contribution**	**Give ownership and foster understanding of our mission priorities and involve our people in decision-making**	**Create a safe, healthy, fair, transparent, and fun workplace**

Steps to create a climate where people are valued for doing their best!

$\frac{A^3CR}{P}$ = Sector Leadership

- Training Top 100 2003
- Corporate University Xchange Excellence Awards - Best Practices 2003
- Member of Learning and Development Round Table 2003
- ASTD Best Award 2003
- Brandon Hall Gold Award for PLM as a Best Practice - Excellence in e-Learning 2003
- Selected to represent DoD in President's Quality Awards in two categories 2003
- CUBIC Best Overall Corporate University 2002
- CUBIC Best Virtual Corporate University 20
- CUBIC Most Innovative Corporate University 2002
- CUBIC Leader of the Year 2002
- USDLA Awards 2001 and 2002
- Online Cover of Major Magazines





Corporate University Xchange
BUILDING A BRIDGE BETWEEN BUSINESS AND LEARNING
The 5th Annual Corporate University Xchange Excellence Awards®
Sponsored by FORTUNE magazine

"...this is a noteworthy success for the Department of Defense. It shows that our organizations can be competitive with the best from the private sector given aggressive leadership and a commitment to transformation."

-- Mr. Pete Aldridge, Memorandum to SecDef